

SECTION 1: MAYORAL OBJECTIVE

STRENGTHEN BALTIMORE’S ECONOMY AND PROMOTE ECONOMIC AND CULTURAL OPPORTUNITIES FOR ALL ITS RESIDENTS

This objective is guided by the following tenets:

1. A strong economy leverages Public-Private-Non-Profit partnerships.
2. A strong economy respects and supports the diversity-ethnic, racial, socioeconomic, education level etc.-of the people we serve. All of Baltimore’s people should have the opportunity to live, work, earn, and play, regardless of these factors.
3. A strong economy recognizes the interconnectivity of all economic factors-investment, key economic drivers, workforce, quality of life, infrastructure. No economic factor can prosper independently.

SECTION 2: PRIORITY INDICATORS

The Mayor and her Senior Staff identified the following five “indicators” to monitor the overall of progress on this Mayoral Objective. Proposals that “move the needle” on these indicators will receive priority consideration for funding. At the same time, we recognize that many other indicators are important toward achieving the objective to Strengthen Baltimore’s Economy and Promote Economic and Cultural Opportunities for All Its Residents.

1. **Quality jobs in the City-** Quality jobs are jobs at a living wage with benefits and career ladders. The methodology for measuring this indicator is still under development. *A related indicator is the labor force participation rate among city residents.* Key employment and earnings trends are shown in the table below.

| Year | Population 16+ years | In Labor Force | Employed | Mean HH Earnings |
|------|----------------------|----------------|----------|------------------|
| 2003 | 466,984 | 298,437 | 255,422 | \$49,274 |
| 2004 | 468,783 | 301,858 | 261,313 | \$48,128 |
| 2005 | 499,519 | 296,871 | 263,052 | \$50,722 |
| 2006 | 494,336 | 298,666 | 266,474 | \$54,074 |
| 2007 | 501,220 | 301,917 | 271,098 | \$57,771 |

Source: US Census Bureau, American Community Survey

2. **Population** – An increase in the number of City residents is a broad indicator of the City’s quality of life and ability to meet job demands. It is also a key driver for private-public-non-profit investment and an increase in the tax base. *Median household income and educational attainment are important related indicators.*

| Year | Population | Median HH Income |
|------|------------|------------------|
| 2003 | 642,324 | \$32,452 |
| 2004 | 641,943 | \$34,055 |
| 2005 | 640,064 | \$32,456 |
| 2006 | 640,961 | \$36,031 |
| 2007 | 640,150 | \$36,949 |

Source: Baltimore City Department of Planning, US Census Bureau, American Community Survey

3. **Number of hotel room nights booked**-Increase in hotel rooms booked is a strong indicator of increase in tourism as well as convention and tradeshow bookings.

| Year | Room Nights Booked |
|------|--------------------|
| 2005 | 1,793,780 |
| 2006 | 1,692,110 |
| 2007 | 1,799,155 |
| 2008 | 1,765,463 |

Source: Smith Travel Report

4. **Citizen perception that City is rich in cultural opportunities**-This is an indicator of the City's ability to meet the diverse cultural needs for all Baltimore City residents, which is directly correlated to citizens' satisfaction with quality of life in the City. Question 1f of the 2009 Baltimore Citizen Survey asks residents to rate the availability of cultural activities in Baltimore. Responses for 2009 are below.

| Excellent | Good | Fair | Poor | Don't Know |
|-----------|------|-------|-------|------------|
| 17.9% | 34% | 29.7% | 14.7% | 3.7% |

5. **Number of new businesses in the City**-Number of new businesses is a strong indicator of the City's ability to both attract private investment and also promote entrepreneurship-two important elements of a strong economy.

| Assessment Year | Number of New Businesses |
|-----------------|--------------------------|
| 2004 | 1,572 |
| 2005 | 1,654 |
| 2006 | 1,826 |
| 2007 | 1,559 |
| 2008 | 1,381 |

Source: City of Baltimore, Department of Finance, Personal Property Tax System

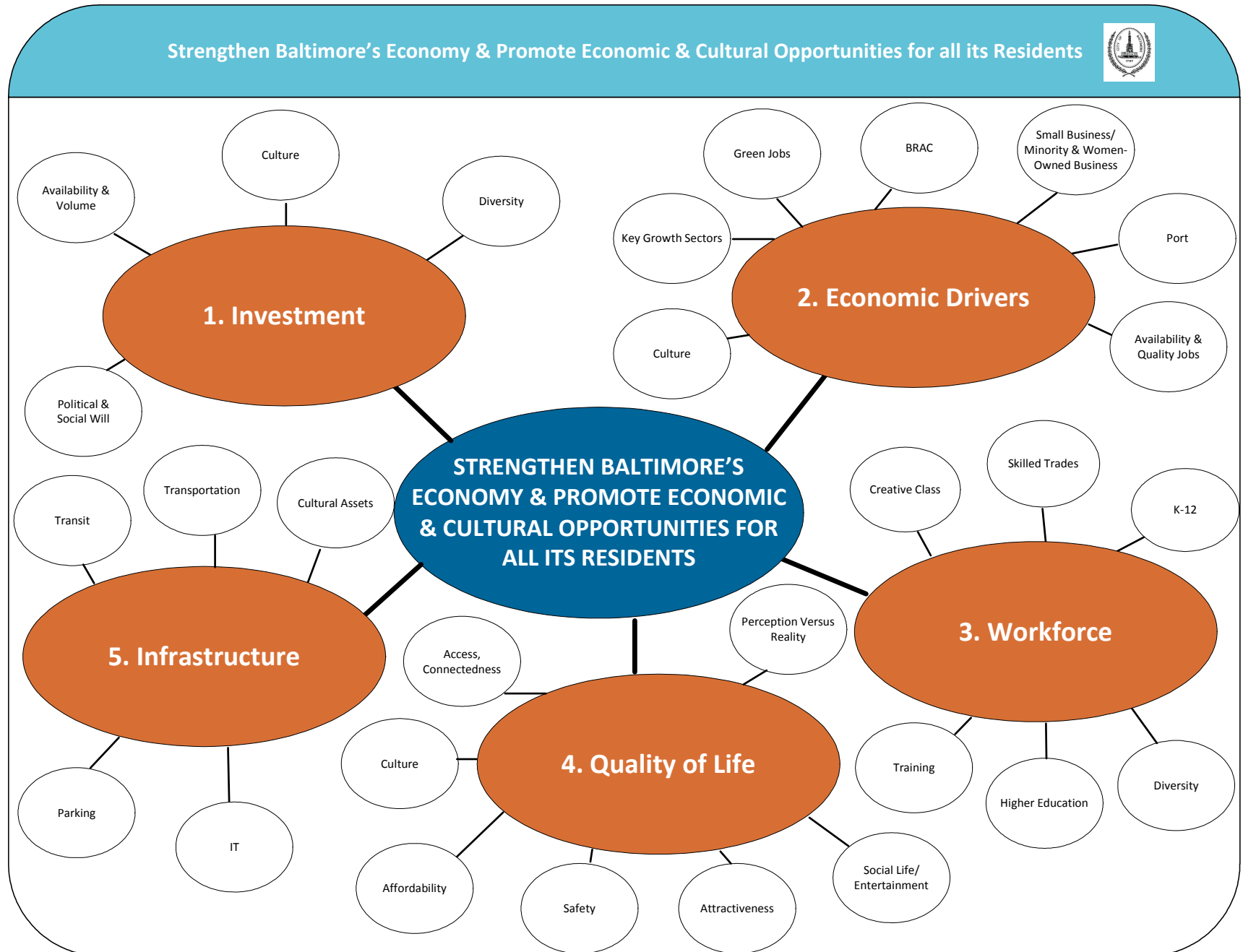
6. **Number of City certified MBE/WBE businesses located in the City**-Minority business are more likely to employ minority employees. Given the city's current and changing demographics, it is critical to promote these networks.

Trends in number of new, city-certified MBE/WBE businesses

| Year | MWBE | MBE | WBE |
|---------|------|-----|-----|
| 2005 | 12 | 35 | 3 |
| 2006 | 9 | 31 | 7 |
| 2007 | 22 | 58 | 18 |
| 2008 | 27 | 111 | 27 |
| 2009YTD | 17 | 86 | 41 |

Source: Baltimore City Minority and Women's Business Opportunity Office

SECTION 3: CAUSE-AND-EFFECT MAP



SECTION 4: STRATEGIES

Strategy 1. Attract Investment

There is no economic growth or sustainable economy without regular, growing and strategic capital investment. Investment must flow from public, private and nonprofit sectors into business and nonprofit ventures, real estate development, infrastructure, human capital, cultural institutions, and quality of life.

We seek proposals that (in priority order):

- 1. Attract a diverse and expanded pool of strategic capital investment to Baltimore that grows and strengthens the economy and increases access to the benefits of that economic growth for all residents.**
- 2. Mobilize public, private, and non-profit leadership to collaborate in expanding all sources of investment.**

Strategy 2. Focus on Key Economic Drivers

Building a strong economy requires a comprehensive understanding of the drivers of the regional economy and, in particular, how its key industrial sectors compete in a global economy. Baltimore's economic strategy should be driven by its core competencies and shaped by its unique industrial structure, economic assets and limitations, business culture, and global and national trends.

We seek proposals that:

- 1. Foster public-private partnerships to invest in Baltimore's key growth sectors.** Key growth sectors are Health Care and Social Assistance, Bioscience, Business Services, Construction, Computer, Internet and Data and Software-Related Services, Hospitality and Tourism, Port and Port-Related Services, and Sustainable Energy and Environmentally driven services.
- 2. Reduce the isolation of economically disadvantaged populations.** Proposals should foster opportunities that have been job generators for those most in need, such as small business and minority/women business enterprises.

Strategy 3. Strengthen the Workforce

Jobs generated by economic incentives provided by the City should be intentionally linked to training and development opportunities so that City residents have the skills needed to fill the new jobs.

We seek proposals that:

- 1. Foster a workforce that supports Baltimore's economy and key economic drivers by linking and aligning skill pipelines (K-12, higher education, adult training programs) to actual industry standards for growth sectors with a special emphasis on science, technology, engineering and mathematics.**

2. **Attract and retain both a creative class and a middle class population which contribute to the economic strength of the region.** We expect proposals that will attract and retain the “creative class” which includes scientists, engineers, architects, designers, educators, as well as shift the socioeconomic makeup of Baltimore City residents by creating/enhancing opportunities for workers with mid-management skill sets and above.
3. **Reengage low skill working Baltimore citizens in opportunities to increase their skill set for career paths and ensure that low wage/low skill and unemployed persons have opportunities, not just for workforce hard skill training, but also necessary work readiness skills.** Successful proposals will include documented best practices for linking low wage and low skill workers, especially African American males, to employment pathways that demonstrate long term wage increases by directly linking economic incentives and the strategic involvement of the nonprofit and philanthropic sectors. The linkage to economic incentives must go beyond a “paper requirement” of intent to hire but include engagement by the businesses that receive the incentive, both prior to and after receipt, and if not met, offer an alternative such as revenue penalties (example: variable interest rates for loans).

Strategy 4. Improve Quality of Life

Quality of Life is a critical element supporting the willingness of investors and key economic drivers to support Baltimore's economy. Research shows that there is a gap between the reality of Baltimore and our potential customers' perception of the City. Although safety, attractiveness of the City, and affordable housing opportunities all play a vital role in strengthening an economy and quality of life, these more clearly align with other Mayoral Objectives. Proposals for these will not be sought under this Mayoral Objective.

We seek proposals that:

1. **Create/promote/market a strong Baltimore brand through positive national marketing, more effective local information dissemination to residents, tourists, students and businesses, and improved and innovative means of providing such communication.**
2. **Reduce the isolation of targeted populations from the economic mainstream, educational institutions, and cultural opportunities.**
3. **Partner with other governments and regional partners to improve the access and connectivity of the City's residents and businesses.** The City is placed in one of the most stable and growing regional economies in the Country. However, not all of these economic development opportunities have been and are available to the City. The City should build tighter relationships with other governmental and regional partners in order to advance a unified, wider and stronger regional economic presence that can benefit all.
4. **Develop, improve, and invest in the City's cultural infrastructure and arts/entertainment/cultural programs.**

Strategy 5. Maintain Infrastructure

Businesses, residents, visitors and all participants in the economic and cultural life of the City need the maintenance of the physical infrastructure in order to live, earn, play and learn.

We seek proposals that:

Maintain public infrastructure to protect the value of economic development investments and attract new investment. The focus here is on infrastructure that directly supports areas of the City targeted for economic development.

SECTION 5: CRITERIA

Value. Proposals that demonstrate good value tell us what we can expect to be delivered per dollar spent. Value is a measure of both efficiency and the effectiveness of a service.

Strength of alignment with the Mayoral Objective, Priority Indicators, and strategies.

Innovation. Innovative proposals demonstrate new solutions or the degree to which the service improves or re-engineers the way a service is currently delivered. Even high-value services as they currently are delivered have areas for improvement.

Multiple Mayoral Objectives. We seek proposals that demonstrate the ability to address multiple Mayoral Objectives concurrently.

Leverage. We seek proposals that demonstrate the ability to leverage other funds or resources for service delivery, and/or collaborate with other internal or external entities. Partnerships can also be with neighborhood groups or other non-service providers.

Evidence-based. We seek proposals that deliver a service that is proven effective through empirical data or professional best practices. This can be an agency's data gathered through CitiStat or some other performance measurement effort, or reliable data gathered by another organization.

Part of a Strategic Plan. We seek proposals that advance an existing or emerging strategic plan. Strategic Plans outline clear goals and objectives with specific action items, funding sources, individual roles, and time lines. Examples include the Sustainability Plan, Comprehensive Master Plan, Ten Year Plan to End Homelessness, Birth Outcomes Plan, etc.

Customer Service Focus. We seek proposals that focus on providing excellent customer service. Think of customers broadly and to include internal customers, such other City agencies or City staff members, and external customers, including citizens and users of City services.

Sources

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